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# DEFENSE EQUAL OPPORTUNITY MANAGEMENT INSTITUTE

Abstracts of  
Reports  
by Summer Faculty Fellows  
and  
Topical Research Interns

Summer 1992

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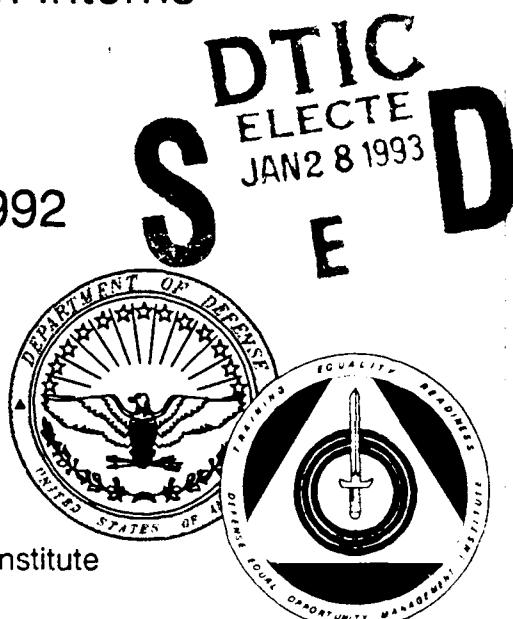
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# PREFACE

The purpose of the Defense Equal Opportunity Management Institute (DEOMI) Summer Faculty Research Program (SFRP) and the Topical Research Intern Program (TRIP) is to provide an opportunity for civilian and military researchers to examine important and current equal opportunity issues within the military community. Faculty members visiting the Institute receive research associateships and devote ten intensive weeks on site at Patrick Air Force Base conducting research. The TRIP participants are nominated by their Services, selected by DEOMI, and devote 30 days on site.

This 1992 report presents the abstracts of ten researchers who examined a variety of issues of interest to DEOMI. Hopefully, the information included in this publication will stimulate further discussion and research in these areas. Limited copies of these abstracts and reports are available upon request from DEOMI/DRP, Patrick AFB, FL 32925-3399 (DSN 854-2675, Commercial 407-494-2675), or the Defense Technical Information Center, ATTN: DTIC-BCS, Cameron Station, Alexandria, VA 22304-6145 (DSN 284-7633, Commercial 703-274-7633). These reports are also available through the DEOMI Electronic Database. (To obtain connection information call DSN 854-6096 or Commercial 407-494-6096.) We encourage local reproduction and distribution.

The opinions expressed both in these abstracts and the complete reports are those of the authors and should not be construed to represent the official positions of DEOMI, the military services, or the Department of Defense.

Directorate of Research  
Defense Equal Opportunity  
Management Institute

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# AFRICAN-AMERICAN HISTORY IS THE HISTORY OF AMERICA

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Using original and secondary sources, located in the Black Archives Research Center and Museum at Florida A&M University and at the Library at DEOMI, a historical calendar was designed authenticating the fact that African-American history is the history of America.

Special emphasis was placed on the role of the Black females, the military, inventions, scientific discoveries, and non-Black America's impact upon the total history of this nation and all of its citizens regardless of race.

The knowledge obtained from this calendar will serve as a catalyst to improving race relations by informing Americans how one ethnic group impacts positively upon all other ethnic groups. It is also designed to improve the self-esteem of African-Americans by helping them obtain information regarding their heritage. This calendar should be dispersed throughout the country at various military installations and public and private institutions. In such a capacity it could serve as a tremendous recruitment device for African-Americans into the armed forces.

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# RACIAL DISPARITIES IN MILITARY INCARCERATION RATES - AN OVERVIEW AND RESEARCH STRATEGY

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The present paper presents a conceptual summary and guide for research to help determine causes for the overrepresentation of black males (compared to white males) in the military justice system. A number of factors external to the military (exogenous factors: psychological, physiological, and sociological) are considered, as well as several factors internal to the military system (endogenous factors: selection bias, differential treatment, differential involvement). Based on the author's analysis of the most influential causes of the disparity, an action research proposal is presented. The research proposal focuses on overcoming the effects of exogenous sociological factors through a program of training designed to facilitate black males' socialization into the military society. Two strategies are suggested: "Inoculation" training, using videotapes, to prevent adverse interactions with those in authority within the military; and cultural assimilation and transition training to aid black males in moving from a civilian to a military culture. A parallel recommendation is to provide cultural awareness training for the implementers (at all levels) of the military justice system. It is hoped that such programs will prove effective in reducing the overrepresentation of black males in military justice actions.

# AN ANALYSIS OF DISCIPLINE RATES AMONG RACIAL/ETHNIC GROUPS IN THE U.S. MILITARY

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A recent review by the U.S. Commission of Civil Rights has placed the administration of the UCMJ under increased scrutiny. This review focused on allegations that minority service members receive a disproportionate amount, and more severe administration of disciplinary actions within the military services. The purpose of this report is to present the findings of an examination of disciplinary data from Military Equal Opportunity Assessment (MEOA) reports.

Findings include: The total number of courts martial convictions has decreased significantly, by 48 percent, in the last five fiscal years (FY87-FY91). In FY91, the average rate of convictions for all service members was equal to four-tenths of one percent (.4% or .004) of the total military population. The percentage of courts martial convictions for all services and racial/ethnic groups has also decreased; however, the decline has varied considerably between racial/ethnic groups. The number and percent of the population being courtmartialed is decreasing faster for white service members as compared to black service members. This explains why the overrepresentation of black service members has increased steadily for the last five fiscal years. The overrepresentation of black service members has increased from 33 percent in FY87 to more than 74 percent in FY91. Black service members in FY91 were 2.2 times more likely to receive court martial convictions than white service members. As with courts martial, the total number of NJPs has decreased significantly, by 47 percent, in the last five fiscal years (FY87-FY91). The percentage of NJPs for all services and racial/ethnic groups is decreasing. The decrease in NJPs has varied between racial/ethnic groups. The overrepresentation of black service members among NJPs has stayed relatively constant, at about 50 percent, for the last 4 fiscal years. However, in FY91 black service members were still 1.7 times more likely to receive NJPs than white service members. Commanders have greater discretion over handling NJPs compared to court martial convictions. If the UCMJ system is racially biased, then one may expect that overrepresentation among blacks would be greater for NJP infractions as compared to courts martial. However, the data suggests just the opposite, the degree of overrepresentation among blacks is less with respect to NJPs and black overrepresentation is growing at slower rates than it is with court martial convictions. Also, the percent of black service members being awarded NJPs is decreasing faster than other racial/ethnic groups. While this does not definitively answer the question of whether the NJP system is racially unbiased, it tends to contradict claims that the NJP system is unfair.

# AN INVESTIGATION INTO THE DISPARITY OF JUDICIAL AND NONJUDICIAL PUNISHMENT RATES FOR BLACK MALES IN THE ARMED SERVICES

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The Commandant of the Defense Equal Opportunity Management Institute (DEOMI) has proposed that DEOMI investigate the problem of disparity of judicial and non-judicial punishment rates for black males in the armed services. In Phase 1 of this multi-phase research project, two FY92 Topical Research Intern Program (TRIP) participants were tasked with gathering preliminary background information and identifying data sources and offices owning data. Researchers in the follow-on phases will analyze and evaluate all available data; and the final project report will be submitted in the final phase.

It was concluded that disparity of judicial and non-judicial punishment rates for black males in the Armed Services does, in fact, exist. Although this disparity may be considered high, the ratio of civilian black/white rates of incarceration is twice that of the military, 4 to 1 for civilian, while the military's is 2 to 1 and declining. The punishment rates (UCMJ punishment per population) for both whites and blacks have been decreasing over the past five fiscal years. The paradox, however, is that the black overrepresentation rate (or disparity) has increased slightly over the same period, simply because the white punishment rate has been decreasing faster than the black punishment rate.

While not part of the formal tasking for Phase 1, several observations on the data gathered were offered, and some comments were made on the Uniform Code of Military Justice conference held on 6-7 April 1992. A rational, systematic approach for analyzing the punishment process was also suggested for consideration by future researchers should competent authority decide that further investigation is warranted.

# DISPARITIES IN MINORITY PROMOTION RATES: A TOTAL QUALITY APPROACH Fiscal Years 1987 - 1992

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Promotion rates by race and gender are not equal in the military services. However, which differences represent "true" equal opportunity problems and which are due to random variability in small populations? This question must be answered in order for affirmative action programs to be effectively implemented and their usefulness measured.

The Services' promotion board results, as reported in the 1989 to 1991 Military Equal Opportunity Assessment (MEOA) reports, were analyzed using a Total Quality approach. Control charts were utilized to aid in distinguishing random variation in promotion results from significant differences in underlying promotion opportunities.

The Navy E-7 board produces the most significant differences between males of different races. Black males have been promoted at three standard deviations less than the board average in every year from 1987 to 1991. In 1990 and 1991, every minority male group was promoted at less than the board average. White males were promoted at three standard deviations above the board average in four of the five years. Black males are the most under-promoted race/gender group. The specific boards with the most negative results from 1987 to 1991 were the Air Force E-8, E-9, O-4, and O-5 boards; the Army E-7, E-8, and E-9 boards; the Navy E-7 board; and the Marine Corps E-7, E-8, and E-9 boards. Black males were promoted at below the board average in 52 of the 55 promotion boards held in these categories. Black males were promoted at three standard deviations below the board average in 18 of these boards. The Army officer boards have been repeatedly (eight out of eight officer boards from 1989 through 1991) promoting White males at slightly below the board overall average rate. In every board, females were promoted at greater than the board average, and non-White males were promoted at greater than the board average in seven of the eight boards. Although no individual board result was in itself significant, this pattern over eight boards is sufficient to warrant further investigation.

It can be concluded that promotion board results vary significantly with race and gender. The most racially biased results are from enlisted E-7 and E-8 boards. The current Military Equal Opportunity Assessments are not effective at presenting promotion result differences. The development of a model to help in the identification of reasons for promotion disparities is feasible and would be a valuable tool to target areas for research and development.

# **BLACK HISTORY: AN EDUCATION FOR AMERICA,--THE UNWRITTEN CHAPTER**

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The theme for Black-American History Month 1993 is "Afro-American Scholars: Leaders, Activists, and Writers." In celebration of this observance, a monograph was produced to assist Service equal opportunity advisors in developing local ethnic observance programs.

Most majority and some minority members of the military Services are generally unaware of the contributions to society by Black-Americans. For many individuals, their socialization process was ethnocentric and devoid of an awareness of minority group influences. However, it is important for improved group cohesion and enhanced unit effectiveness, that all Service members become aware of the fact that Black-Americans did have a positive impact on American society. By sharing this knowledge, great strides can be made in eliminating the debilitating effects of stereotyping and potential prejudice.

The individuals selected as prime examples of successful leaders, activists, and writers include Lieutenant General Benjamin O. Davis, Jr., Mary Hatwood Futrell, General Daniel "Chappie" James, Jr., Percy Lavon Julian, Phillis Wheatley, Zora Neale Hurston, Mary Ann Shadd Cary, James N. Eaton, Fred Jones, Professor W. S. Scarborough, and Booker T. Washington. All overcame obstacles, but achieved great success, and all Americans should be proud of their contributions.

# THE EFFECT OF EQUAL OPPORTUNITY CLIMATE ON COMMITMENT TO A MILITARY CAREER: AN ANALYSIS USING LATENT VARIABLES

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Information on 19,391 active-duty military personnel contained in the Military Equal Opportunity Climate Survey was used to investigate commitment to a military career. A structural-equation model of the commitment process that included a measure of equal opportunity climate was examined. The model explained 61 percent of the variance in commitment to a military career; exposure to positive equal opportunity experiences had the greatest impact on subjects' commitment to a career in the military. Using the standardized weights from the model, predicted commitment scores were derived. An analysis of variance using the predicted commitment scores as the dependent variable revealed that there was a significant race-by-sex interaction: African-American females had the lowest predicted commitment scores, while White males had the highest. The implications of these findings for military manpower policy are discussed.

# THE AUTOMATED MEOCS ANALYSIS SYSTEM (AMAS)

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The Military Equal Opportunity Climate Survey (MEOCS) is used by commanders in all Services as a tool to improve the equal opportunity and organizational climate within their commands. In the past, MEOCS analysis and feedback to requesting commanders was a time-consuming, laborious process. The current project addressed three goals: (1) To reduce manual involvement in the analysis and feedback process; (2) To shorten turn-around time from receipt of data to production of a final report; and (3) To improve the quality of feedback provided to commanders.

Members of the Defense Equal Opportunity Management Institute's Research and Liaison divisions were interviewed concerning types of feedback desired and capabilities of staff members responsible for survey analysis. Based on the results, the Automated MEOCS Analysis System (AMAS) was designed. The AMAS process is as follows: Data from a MEOCS survey of a particular unit are scanned into a text file. Using an IBM-compatible microcomputer, the operator starts the AMAS control program, which manages the overall process. The control program guides the operator on entering the data file into a commercial statistical analysis program, and predetermined instructions complete all basic analyses. The resulting reports are automatically redirected to one of the AMAS programs, and the reports are formatted and printed in a style appropriate for the feedback report. At this point the control program starts a second AMAS program. An automated executive summary is printed using data from the basic statistical reports. The summary includes an overview of the survey, personalized results for the unit, and graphical and numerical comparisons to appropriate norms. The resulting summary and reports are assembled and mailed to the organizational commander.

The AMAS met all three goals: Manual involvement has been substantially reduced, processing time has been lowered from several hours to less than an hour, and initial comments indicate higher satisfaction with the new feedback package.

# AN EXAMINATION OF SOME OF THE CORRELATES OF THE DECISION TO FILE A FORMAL COMPLAINT OF SEXUAL HARASSMENT

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A six-variable model of the sexual harassment formal complaint process was developed in order to attempt to better understand why some harasses file complaints and others don't. Variables including those related to workplace structure, harassment type, the harassment's effect on the harassee, as well as a number of variables related to the harassee's workplace atmosphere were assessed for their relationship to complaint behavior using correlational analyses.

The model explained approximately 27 percent of the variance in complaint behavior. The results of the analyses show that the effect of the harassment on the harassee accounted for the majority of the explained variance in complaint behavior. The type of harassment experienced was marginally related to its effect on the harassee suggesting that harassment is a more uniquely personal phenomenon than expected. The primary effect of structural variables was through their relationship to the harassee's workplace atmosphere. Workplace atmosphere was somewhat directly related to harassment type and more so to the effect of the harassment on the harassee. The strength of these results were moderated by harassee sex: the strength of the relationship between the effect of the harassment on the harassee and complaint behavior was significantly stronger for males than females although the general pattern of the results remained roughly the same for both sexes.

It should be noted that these results are considered preliminary results because the model is quite rudimentary as it now stands. The present model, at best, is a simple approximation of a much more complex phenomenon.